

Office of Human Capital

"Building tomorrow's workforce today"

Employee Productivity



Presented by: Dana Blaine and Kevin Plank
November 29, 2007

- ❖ Often confused, but these are two distinct personnel areas
- ❖ **Performance** – measure of employee accomplishments against the written acceptable level defined in elements and standards
- ❖ **Conduct** – employee behavior on the job and in some cases, off the job



What and Why

- **Current system has been modified to make meaningful distinctions in employee performance levels.**
- **This will satisfy Government-wide requirements and allow for NASA to easily move into a Pay for Performance System.**

Underlying Objective

To foster and support the connection between employee and organization performance with achievement of the NASA Strategic Goals.

Major Revisions-May 1, 2007

- **A Five-level performance management system has been established.**
- **Supervisors will identify the specific Agency and/or organizational goal(s) and objectives(s) relative to employee performance on the employee performance plan.**
- **A requirement that the amount of performance awards will be linked to performance summary ratings.**
- **Centers are required to establish a performance review process (at the organization level and prior to final summary rating discussions with employees) to ensure fairness and consistency in the appraising and rewarding of employees.**
- **Employees will have the option of providing feedback on their immediate supervisor's performance to the rating official.**

Training and Support For Supervisors

In support of this transition, the Agency will utilize an integrated training approach which will include the following:

- An online tutorial in SATERN required for supervisors and strongly encouraged for employees
- Coaching Skills Training for supervisors and managers
- "Maximizing Performance Through Coaching"
- Website will have new information
- Tutorial (title: Employee Performance communication System) is available in SATERN. Required for supervisors, strongly encouraged for employees
- "Maximizing Performance through Coaching" class was held in May 2007; there may be more offered in the future.



- ❖ **Budget Analyst** who fails to routinely provide reports by the agreed-on date as required by performance standard.
- ❖ **Engineer** who fails to deliver satisfactory product by due date on project schedule.
- ❖ **Supervisor** who fails to routinely address employee performance deficiencies when they are recognized as required by performance standard





- ❖ Ensure that Elements and Standards are measurable, NASA Form 1762/1763
- ❖ Recognize and notify employee of performance deficiencies in a timely manner, as they occur
- ❖ Customary times are mid-year review, annual review, Co-Op student review, Within-Grade Increase, or Probationary Period decisions
- ❖ A Performance Improvement Plan is appropriate at any time after employee has been on elements and standards for 90 days and performance is unsatisfactory in at least one critical element



- ❖ Performance Improvement Plan—60 day period that consists of a written plan that includes clarification of job elements, measurable assignments at the employee's grade level, additional instruction, training, and assistance to bring employee up to a satisfactory level. OHC assistance and Legal Office review are included in this process
- ❖ Don't hold their hand – allow employee to perform
- ❖ Employee performance must remain satisfactory for one year from the beginning of the Performance Improvement Plan.

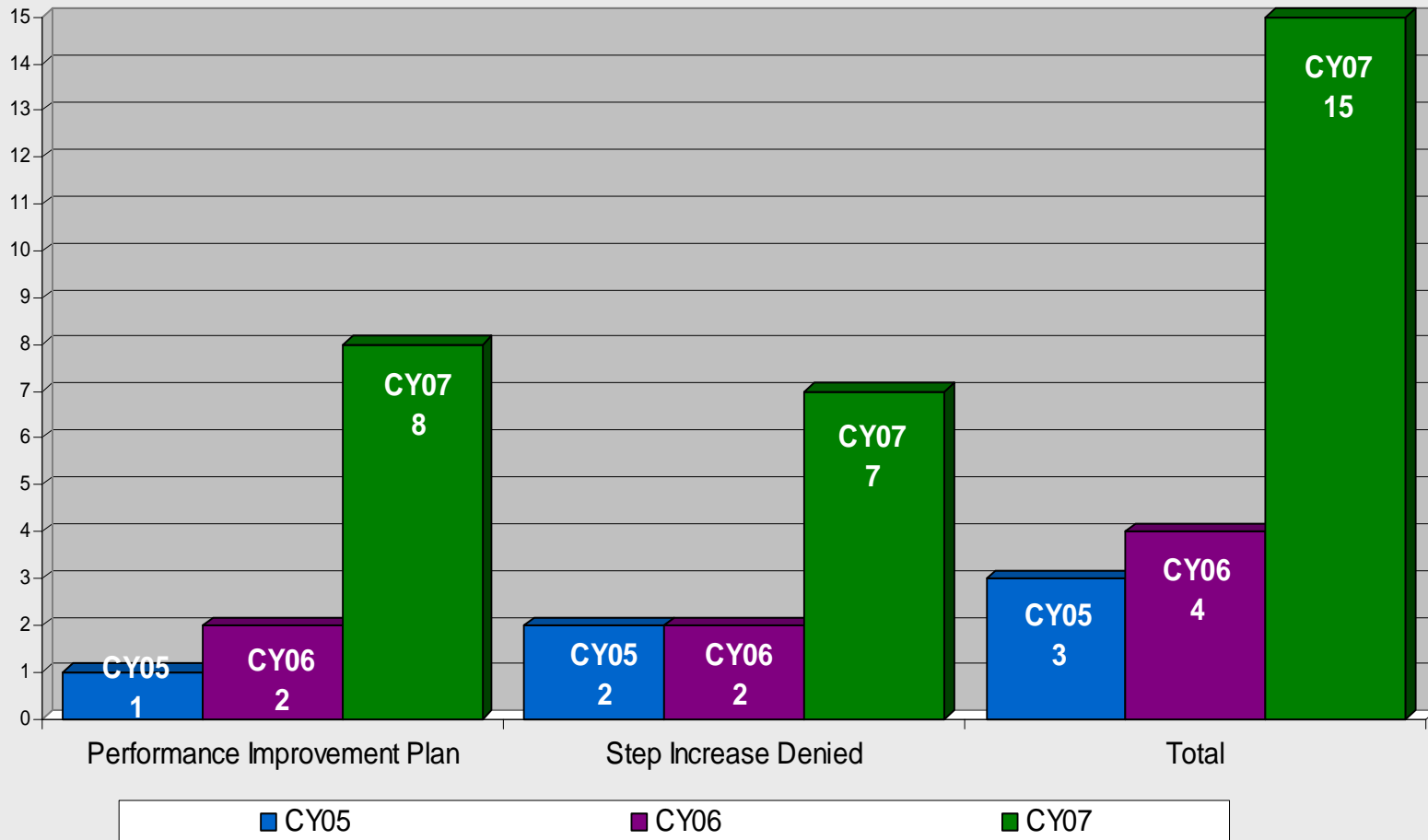
- Team Leader can be point of contact for daily work assignments/assistance
- Evaluations by supervisor at two week intervals
- Final evaluation report





- ❖ Failure to improve performance after completion of Plan can lead to reassignment, demotion, or removal
- ❖ Within-grade-increases are withheld when performance is less than satisfactory
- ❖ Employee is afforded due process, with right to representation, when adverse action is proposed, e.g., proposal period, response, decision

Performance Based Actions





- ❖ Employee placed on 60 day plan for unsatisfactory performance in two critical elements
- ❖ Plan allows for weekly meetings with supervisor and team leader
- ❖ Assigned 4 specific tasks
- ❖ Final Evaluation Report delivered to employee indicating successful completion of Performance Improvement Plan
- ❖ Performance must remain satisfactory for 12 months from beginning of Plan
- ❖ Plan period could be extended for work or personal reasons
- ❖ Conduct issues can impact Plan

- ❖ Leave Abuse
- ❖ Time and Attendance Irregularities
- ❖ Insubordination
- ❖ Falsification of Records
- ❖ Misuse of Government Property
- ❖ IT issues



Summary of Employee Relations Activities

- Performance/conduct actions have increased since Mr. King's November 14, 2005, memo addressing productivity issues.
- Many supervisors have begun to address these situations the first time they are noted. This has resulted in many issues being resolved without formal action.
- Immediate response to performance/conduct issues results in less effort in changing the situation.
- 3 of 4 performance/conduct issues are resolved without formal action.
- Some employees have decided to leave the Center once management determines to hold employees accountable.

Calendar Year 2007

- 2 resignations resulted from proposed Letters of Instruction
- 1 resignation occurred after a reprimand and a proposed Performance Improvement Plan
- 1 retired while waiting on outcome of Performance Improvement Plan
- 1 transferring to another agency after proposed disciplinary action and proposed Performance Improvement Plan
- 1 removed after repeated disciplinary actions and failing Performance Improvement Plan
- 1 removed after failing Performance Improvement Plan

- ❖ Review facts of case and gather necessary documentation, e.g., timekeeping records, memo(s) for the records, other documentation, with HR Specialist assistance
- ❖ Issue may require a letter of instruction



❖ Impact of Medical Issues

- Benefits available to employees, e.g., Disability Retirement, Leave Programs, and Employee Assistance Program (EAP)

❖ Diversity and Equal Opportunity - treat all employees fairly and consistently



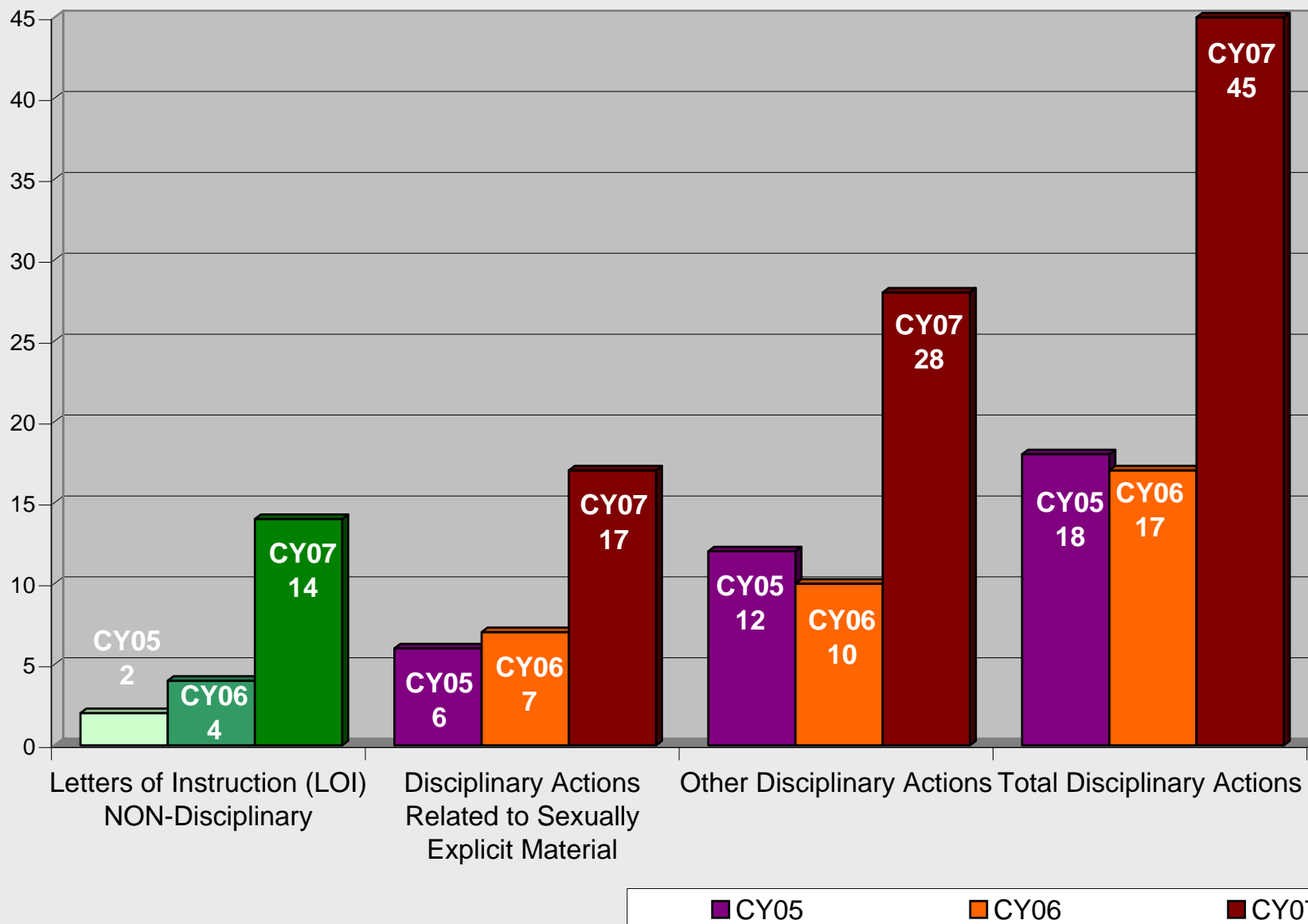
- ❖ Review facts of case, precedent case law, table of penalties
- ❖ Review Douglas Factors
- ❖ Reprimand may be appropriate
- ❖ Issue Proposal letter
- ❖ Employee Response
- ❖ Decision



- ❖ Employee receiving reprimand or suspension up to 14 days has agency/union grievance rights (conduct) or can file with EEOC
- ❖ Employee subject to suspension over 14 days (conduct), demotion or removal (performance or conduct) has appeal rights to MSPB or can exercise agency/union grievance rights, or can file with EEOC



Conduct Based Actions





- Human Resources Specialists
- Office of Personnel Management (OPM) Website
<http://www.opm.gov/er/index.asp>
- Checklists for Proposing and Deciding Officials
- Douglas Factors
- Employee Assistance Program
- "Talking Points" provided to supervisors in October 2007 for performance meetings (planning, mid-term, final, etc.)

- ❖ Supervisor recognizes that a problem exists
- ❖ Call HR Specialist, Dana Blaine, or Kevin Plank
- ❖ *Review facts and determine next steps – performance or conduct*



